

THE Edison Report

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Thanks For Outstanding Work - Agency Leaders, Liaisons and SMEs!

What great support the agencies have demonstrated for Project Edison! In particular, we wish to recognize the Agency Leaders, Liaisons and Subject Matter Experts for the time they have committed to the project during the Analysis/Design Stage.



Agency Leaders: Project Edison Director Stephanie Richardson and Assistant Director Tommy Hart have been meeting with Agency Leaders to keep them apprised of Edison's progress and timelines, and to answer questions. Agency Leaders have expressed their support and pledged to provide the necessary personnel to implement the project.

Kick-Off Liaison Meeting: Liaisons were brought up to date on the progress of Project Edison; the upcoming Training Assessment Survey was discussed; and Agency Change Experts or "ACEs" were introduced.

Subject Matter Experts: A number of Subject Matter Experts or "SMEs" have been involved in the Requirements Verification Sessions and in the Fit/Gap Sessions. Although these meetings were time consuming, they are an integral part of the implementation

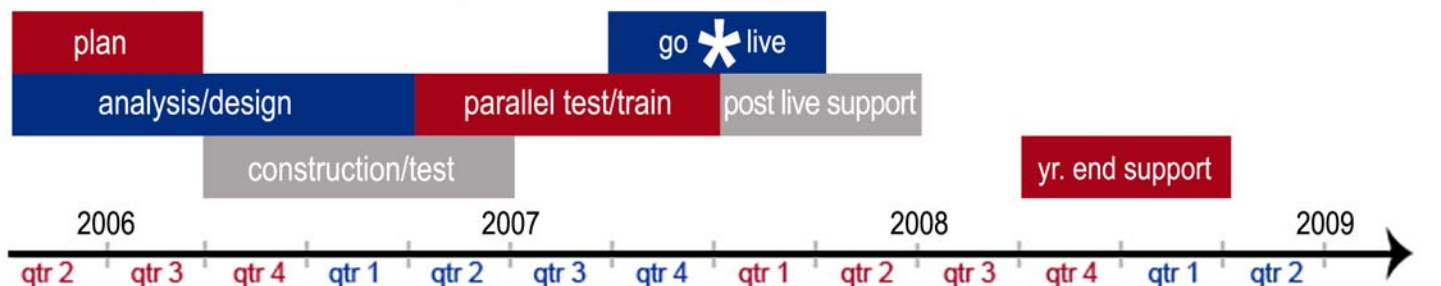
process. Below are descriptions of the most-recent sessions supported by the SMEs.

- ◆ **Requirements Verification Process:** This process ensures that MAXIMUS fully understands the State's needs by reviewing each requirement with State project staff and SMEs. This process has been completed.
- ◆ **Fit/Gap Sessions:** This process involves demonstrating how the PeopleSoft enterprise software meets the State's specific requirements. If the software meets a requirement, it is deemed a **fit**. If the software does not satisfy a requirement, a **gap** is declared.

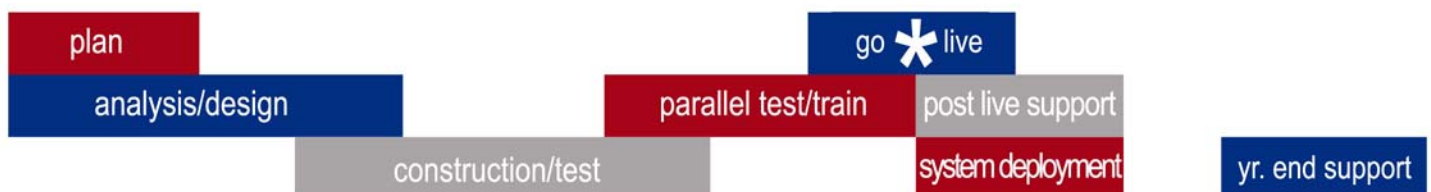
A gap should be viewed as opportunity to change a business process, i.e., adopt a best business practice. This could mean changing the State's processes to make them more efficient. If that is not possible, a workaround method may be considered.

These Fit/Gap Sessions are part of the Analysis/Design Stage. The Fit/Gap Sessions for HR, Payroll and Benefits have been completed. The Fit/Gap Sessions for Financials, Logistics, and Procurement should be completed by mid-December.

HR / Payroll / Benefits Implementation Stages



Financial / Procurement / Logistics Implementation Stages



What's Next?

Training Assessment Survey: Effective training of end users is critical to the success of Edison. It is through end user training that employees will obtain the how-to knowledge and skills they need to use Edison system tools, procedures and processes.

To prepare and plan for the future Edison end user training, a Training Assessment Survey has been created for agency managers and supervisors to complete. Agency Liaisons will be briefed on how to instruct managers and supervisors on survey completion.

Liaisons received the survey this week. When managers and supervisors receive the survey, they may contact their Liaison or ACE with any questions or concerns.

The HR/Payroll survey deadline will be January 8, 2007; the Financials/Procurement survey deadline will be January 16, 2007. Accurate and complete information along with a timely response are of the utmost importance.

Edison Design: Now that the requirements are fully understood and the gaps have been identified, it is time to begin designing the system.

The requirements have been grouped into numerous business processes. An example of a business process is the creation of a voucher. The design effort will include identifying the employee roles and steps required to complete the process using PeopleSoft.

Although a heavy time commitment is not expected from Subject Matter Experts, they may be consulted about the design of certain processes to ensure the documentation is correct.

Verification of Interfaces: Earlier this year, Project Edison initiated technology outreach meetings through which we communicated with agencies regarding system interfaces. Since that time, the information has been reviewed by project staff.

During the next few weeks, additional interface information will be requested from some agencies. When all our research is compiled, we will deliver a final list of interfaces to each agency. This list should resemble earlier lists you have seen. However, the final list should be more concise and complete.

The IT director within each agency will be asked to sign the interface documentation, indicating that it is complete and accurate. Project Edison technical resources will use this documentation as they partner with the agencies to design and build the future interfacing structure.

Edison Team Spotlight: Judy VanBlaricum



Judy VanBlaricum

Judy VanBlaricum, a 14-year State employee, manages the Enterprise Readiness or "ER" team with dedication and determination.

The ER team has been given the task of ensuring that agencies are ready for the changes Edison will bring. To accomplish this, a multifaceted approach will be used.

- ◆ Agency Change Experts, or ACEs, will assist the agencies with tasks and problems. Each agency will have one primary ACE and a back-up ACE.
- ◆ Training is an important part of the change. The ER team is responsible for Edison training, including designing customized course materials, reference materials and helpful hints. In addition, the team will develop and staff Edison's Help Desk.
- ◆ The ER team will staff training labs that will allow users to bring work and receive one-on-one instruction and coaching.

In addition, the Edison Intranet site (<http://intranet.state.tn.us/erp>) and all project communications are under the ER umbrella.

Judy shared the following with *The Edison Report*: "I am proud to be a part of this important project. It's an opportunity to move the State forward, making it more effective and efficient. We understand that a task of this size is not easy, but we truly believe the rewards will be worth the effort!"

Some things you may not know about Judy:

1. Judy, a native of Ohio, is one of seven children in her family. She moved to Tennessee 16 years ago.
2. While residing in California, Judy gained her Bachelor's degree in Business Administration under the option of Information Systems from the University of California-Hayward. Further, she experienced the Bay Area earthquake that occurred during the 1990 World Series.
3. Prior to transferring to the Edison Project, Judy worked in the Information Technology departments of OIR, Health, and TDOT.
4. Hobbies include reading and learning to speak fluent Spanish. She also loves animals.

Understanding and Managing the Change Curve

Change is often met with resistance. When faced with change, people usually experience what is known as the Change Curve, which consists of a series of stages. To help ourselves and others move through these stages quickly, we should be aware of the characteristics of each stage.

STAGE 1: DENIAL

Employees must hear that Edison is coming and that changes will occur. Communication should come from employees' supervisors and leaders, as well as from Project Edison. Our communication includes meetings, the Intranet site, and newsletters. People can deal with change more effectively if they know it is coming.



STAGE 2: FRUSTRATION

Employees may be frustrated when trying to learn new ways of conducting business.



To help ease the frustration, we will:

- Review Business Process Changes with Agencies
- Provide Workforce Planning, i.e., role mapping, training assessment
- Provide End User Training in PeopleSoft
- Provide Business Knowledge Training
- Provide Sandbox/Experiment/Practice

STAGE 3: INEVITABLE

During the training and practice sessions, employees should come to the realization that changes are inevitable. A brief drop in productivity should be expected until the new processes and software are mastered.



STAGE 4: ACCEPTANCE

Once the change is seen as inevitable, it's just a short step to acceptance. This acceptance will be aided by the Edison Help Desk and through Edison's Go-Live support.



STAGE 5: ENTHUSIASM

Once employees begin to understand the new processes and master the software, enthusiasm should be in the air. We must continue to provide helpful support to keep the enthusiasm alive!



Talking With Employees

Managers and supervisors are encouraged to talk with their employees about Edison. Project Edison ACEs can provide talking points to make it easier.

- ✓ Employees like to be kept in the loop concerning business processes and changes that may affect them.
- ✓ Employees who are not kept informed may suspect the worst, which can cause a decline in productivity and morale.
- ✓ Keeping employees aware helps foster security and a feeling of belonging.
- ✓ Employees prefer to hear of work changes through their supervisors or managers. This information should be delivered in a sensitive and honest manner.
- ✓ Sharing important news or changes with employees helps foster an environment of trust and camaraderie.

Questions/Suggestions?

Feedback is encouraged. If you have questions or suggestions, please contact your Agency Change Expert (ACE) or e-mail Project Edison at edison@state.tn.us.

Edison Speak

The implementation process has introduced numerous terms and phrases to the State. These include:

Approach Paper: Given the expense involved and possible future upgrade problems, Project Edison's Steering Committee requires that any *modification* or *customization* requests be submitted to them via an *Approach Paper*.

Bolt-On: Another term for a *customization* or for a set of *customizations* that provide enhanced functionality.

Business Process: In the broadest sense, a *business process* is a set of value-adding activities that transform inputs into outputs for internal and/or external customers.

Customization: An enhancement to delivered software functionality that involves relatively minor changes in new objects or code. Generally, a *customization* results in less impact on the cost and effort involved with software support and future upgrades than a *modification*.

Design: Involves documenting each To-Be (new) *business process* by identifying the step-by-step directions necessary for its completion.

Enterprise Learning Management: (ELM) A part of the *PeopleSoft* enterprise software that supports training registration and management.

Fit: The system meets the desired *requirements out-of-the-box*.

Fit/Gap Sessions: The vendor meets with *Subject Matter Experts* to determine if the software product can meet specific *requirements*.

Financials Management Systems: (FMS) This refers to the *PeopleSoft* software that includes Financials, Procurement, Assets, and Inventory.



Gap: The software does not achieve the desired result *out-of-the-box*. Alternative solutions may include *workarounds*, *modifications*, and *customizations*.

Human Capital Management: (HCM) This refers to the *PeopleSoft* software that includes Human Resources, Payroll, Benefits, and *Enterprise Learning Management* (ELM).

MAXIMUS: The consulting firm that supports *PeopleSoft* and associated application implementations.

Modification: A significant change to the objects or code in the delivered software. This has the greatest impact on the cost and effort involved with software support and future upgrades.

Oracle: The software company that the State of Tennessee contracted with to purchase the core ERP software solution. *Oracle* bid the *PeopleSoft* Enterprise Suite of products.

Out-of-the-Box: The functionality of *PeopleSoft* without *customizations* or *modifications*.

PeopleSoft: The software that supports the Edison enterprise solution.

Requirement: A specific State capability that the software should meet.

Requirements Verification Process: This process ensures that *MAXIMUS* understands precisely what each *requirement* entails.

Subject Matter Experts: State employees who are knowledgeable in specific areas have been designated *Subject Matter Experts*, or SMEs. They share their expertise with the Edison team.

Vanilla: A term describing the basic *out-of-the-box* functionality of *PeopleSoft*.

Workaround: As an alternative to *modifications* or *customizations*, a *workaround* is a *business process* that may involve additional manual steps (such as running a query) to allow *requirements* to be fulfilled without changes to the delivered software. A *workaround* involves significantly less and possibly no additional cost and effort for software support and future upgrades when compared with a *modification* or *customization*.

**“The three things that are
most essential to achievement
are common sense, hard
work and stick-to-it-iv-ness.”**

- Thomas Edison
